

Look Up Full Text

Full Text from Publisher

Find PDF

Export...

Add to Marked List

◀ 1 of 1 ▶

## Revenue diversification in public higher learning institutions: an exploratory Malaysian study

By: **niknazli, NIKNAZLI (niknazli, NIKNAZLI)** [1]; **Siraj, SA** (Siraj, Siti Alawiah) [1]; **Ismail, S** (Ismail, Suhaiza) [1]

JOURNAL OF APPLIED RESEARCH IN HIGHER EDUCATION

Volume: 11 Issue: 3 Pages: 379-397

DOI: 10.1108/JARHE-04-2018-0057

Published: JUL 1 2019

Document Type: Article

### Abstract

**Purpose** The purpose of this paper is to explore the extent of revenue diversification of selected Malaysian public higher learning institutions (HLIs) and the perceptions of senior officers of Malaysian public HLIs on matters related to revenue diversification. **Design/methodology/approach** The study analyses data from the HLIs' financial statements to compute the Hirschman-Herfindahl Index (HHI) for revenue diversification and a perception survey with senior officers of the Malaysian public HLIs. **Findings** The results suggest that while a majority of the Malaysian public HLIs were still dependent largely on government funding, the more established and larger HLIs had a slightly more diversified revenue structure. The survey suggested that overall the senior officers were receptive to the need for revenue diversification.

**Originality/value** The present study examines both the extent of revenue diversification of HLIs as well as senior HLI officers' perceptions on revenue diversification strategies. Most prior studies on revenue diversification have examined non-profit organisations, not HLIs and most were either only perception-based studies or only looked at the extent of revenue diversification using the HHI.

### Keywords

**Author Keywords:** [Perceptions](#); [Malaysia](#); [Higher learning institutions](#); [Revenue diversification](#); [HH index](#); [Financial sustainability](#)

**KeyWords Plus:** [UNIVERSITIES](#); [ORGANIZATIONS](#)

### Author Information

**Reprint Address:** Ahmad, NNN (reprint author)

Int Islamic Univ Malaysia, Dept Accounting, Kulliyyah Econ & Management Sci, Kuala Lumpur, Malaysia.

### Addresses:

[ 1 ] Int Islamic Univ Malaysia, Dept Accounting, Kulliyyah Econ & Management Sci, Kuala Lumpur, Malaysia

**E-mail Addresses:** [niknazli@iiu.edu.my](mailto:niknazli@iiu.edu.my)

### Funding

Funding Agency	Grant Number
IIUM Centre of Islamic Economics (CIE)	LRGS14-002-0003

[View funding text](#)

### Publisher

EMERALD GROUP PUBLISHING LTD, HOWARD HOUSE, WAGON LANE, BINGLEY BD16 1WA, W YORKSHIRE, ENGLAND

### Categories / Classification

**Research Areas:** Education & Educational Research

**Web of Science Categories:** Education & Educational Research

[See more data fields](#)

### Citation Network

In Web of Science Core Collection

0

Times Cited

[Create Citation Alert](#)

51

Cited References

[View Related Records](#)

### Use in Web of Science

Web of Science Usage Count

2

Last 180 Days

2

Since 2013

[Learn more](#)

This record is from:

Web of Science Core Collection

- Emerging Sources Citation Index

[Suggest a correction](#)

If you would like to improve the quality of the data in this record, please [suggest a correction](#).

---

## Cited References: 51

Showing 30 of 51   [View All in Cited References page](#)

(from Web of Science Core Collection)

---

1.

**Public universities and budget cuts in Malaysia**  
By: Abdullah, D.  
International Higher Education Issue: 91 Pages: 15-17 Published: 2017  
URL: <https://doi.org/10.6017/ihe.2017.91.10129>

Times Cited: 1
2.

**Funding Reforms in Malaysian Public Universities from the Perspective of Strategic Planning**  
By: Ahmad, Abd Rahman; Farley, Alan  
2ND INTERNATIONAL CONFERENCE ON INNOVATION, MANAGEMENT AND TECHNOLOGY RESEARCH Book Series: Procedia Social and Behavioral Sciences Volume: 129 Pages: 105-110 Published: 2014

Times Cited: 3
3.

Title: [not available]  
By: Bok, D.  
HLIs in the Marketplace: The Commercialization of Higher Education Published: 2003  
Publisher: Princeton University Press, Princeton, NJ

Times Cited: 1
4.

**Revenue Diversification in Nonprofit Organizations: Does it Lead to Financial Stability?**  
By: Carroll, Deborah A.; Stater, Keely Jones  
JOURNAL OF PUBLIC ADMINISTRATION RESEARCH AND THEORY Volume: 19 Issue: 4 Pages: 947-966 Published: OCT 2009

Times Cited: 175
5.

**ARE STATE GOVERNMENTS PREPARED FOR FISCAL CRISES? A LOOK AT REVENUE DIVERSIFICATION DURING THE 1990S**  
By: Carroll, Deborah A.  
PUBLIC FINANCE REVIEW Volume: 33 Issue: 5 Pages: 603-633 Published: SEP 2005

Times Cited: 16
6.

**Revenue diversification among non-profits**  
By: Chang, C. F.; Tuckman, H. P.  
VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations Volume: 5 Pages: 273-290 Published: 1996

Times Cited: 10
7.

**Income diversification**  
By: Chang, Cyril F.; Tuckman, Howard P.  
HANDBOOK OF RESEARCH ON NONPROFIT ECONOMICS AND MANAGEMENT Pages: 5-17 Published: 2010

Times Cited: 8
8.

**The Adoption and Use of the Hirschman-Herfindahl Index in Nonprofit Research: Does Revenue Diversification Measurement Matter?**  
By: Chikoto, Grace L.; Ling, Qianhua; Neely, Daniel Gordon  
VOLUNTAS Volume: 27 Issue: 3 Pages: 1425-1447 Published: JUN 2016

Times Cited: 9
9.

**Spinning straw into gold: The tenuous strategy, funding, and financial performance linkage**  
By: Crittenden, W. F.  
Nonprofit and Voluntary Sector Quarterly Volume: 29 Issue: 1 Pages: 164-182 Published: 2000

Times Cited: 33
10.

**Using entrepreneurial activities as a means of survival: Investigating the processes used by Australian universities to diversify their revenue streams**  
By: De Zilwa, D  
HIGHER EDUCATION Volume: 50 Issue: 3 Pages: 387-411 Published: OCT 2005

Times Cited: 20
11.

**Revenue generation and organizational change in higher education: insights from Canada**  
By: Eastman, J.A.  
Higher Education Management and Policy Volume: 18 Issue: 3 Pages: 48-75 Published: 2006  
accessed 28 December 2016  
URL: [http://dx.doi.org/10.1787/hemp\\_v18\\_art18\\_en](http://dx.doi.org/10.1787/hemp_v18_art18_en)

Times Cited: 1
12.

**Malaysia cuts public university funding**  
By: Else, H.  
Times Higher Education Published: 2016

Times Cited: 1

accessed 22 August 2017

URL: <http://www.timeshighereducation.com/news/malaysia-cuts-public-university-funding>

13. Title: [not available] Times Cited: 24  
By: Estermann, T.; Bennetot-Privot, E.  
Financially Sustainable HLIs II: European HLIs Diversifying Income Streams Published: 2011  
accessed 18 September 2015  
Publisher: European University Association, Brussels  
URL: [http://www.eua.be/Libraries/publications-homepage-list/Financially\\_Sustainable\\_HLIs\\_II](http://www.eua.be/Libraries/publications-homepage-list/Financially_Sustainable_HLIs_II)
14. **Exploring the revenue mix of non-profit organizations: does it relate to publicness?** Times Cited: 1  
By: Fischer, R.L.; Wilsker, A.L.; Young, D.R.  
A YOUNG SCH POLICY S Volume: 07-32 Published: 2007  
accessed 15 August 2017  
Publisher: University of Georgia, Atlanta  
URL: <http://aysps.gsu.edu/publications/2007/downloads/07-32%20FischerWilskerYoung-ExploringtheRevenueMix.pdf>
15. **Diversification of revenue strategies: Evolving resource dependence in nonprofit organizations** Times Cited: 329  
By: Froelich, KA  
NONPROFIT AND VOLUNTARY SECTOR QUARTERLY Volume: 28 Issue: 3 Pages: 246-268 Published: SEP 1999
16. Title: [not available] Times Cited: 5  
By: GREENLEE J  
NONPROFIT MANAGEMENT Volume: 13 Pages: 17 Published: 2002
17. **Predicting the financial vulnerability of charitable organizations** Times Cited: 95  
By: Greenlee, J. S.; Trussel, J. M.  
Nonprofit Management and Leadership Volume: 11 Pages: 199-210 Published: 2000
18. **Financial vulnerability among arts organizations: A test of the Tuckman-Chang measures** Times Cited: 96  
By: Hager, MA  
NONPROFIT AND VOLUNTARY SECTOR QUARTERLY Volume: 30 Issue: 2 Pages: 376-392 Published: JUN 2001
19. Title: [not available] Times Cited: 9  
By: Hearn, J. C.  
Diversifying campus revenue streams: Opportunities and risks Published: 2003  
Publisher: American Council on Education, Washington, DC
20. Title: [not available] Times Cited: 5  
Group Author(s): Higher Education Commission  
Too Good to Fail: The Financial Sustainability of Higher Education in England Published: 2014  
accessed 6 November 2017  
Publisher: Higher Education Commission, London
21. **Resource Dependence Theory: A Review** Times Cited: 584  
By: Hillman, Amy J.; Withers, Michael C.; Collins, Brian J.  
JOURNAL OF MANAGEMENT Volume: 35 Issue: 6 Pages: 1404-1427 Published: DEC 2009
22. Title: [not available] Times Cited: 1  
By: Hunter, M.  
How are budget cuts affecting Malaysian public universities? Published: 2016  
accessed 12 January 2018  
Publisher: Asian Correspondent  
URL: <https://asiancorrespondent.com/2016/02/how-are-budget-cuts-affecting-malaysian-public-universities/#LdhxaxFSHAc5Pi.97>
23. Title: [not available] Times Cited: 3  
Edited by: Jaschik, S.; Lederman, D.  
The 2015 Inside Higher Ed Survey of College and University Business Officers Published: 2015  
accessed 18 September 2015  
Publisher: Inside Higher Ed and Gallup, Washington DC  
URL: <http://www.insidehighered.com/booklet/2015-survey-college-and-university-presidents>

24. **Reshaping academic capitalism to meet development priorities: the case of public universities in Kenya** Times Cited: 19  
By: Johnson, Ane Turner; Hirt, Joan B.  
HIGHER EDUCATION Volume: 61 Issue: 4 Pages: 483-499 Published: APR 2011
25. **Financing higher education: who should pay** Times Cited: 1  
By: Johnstone, B.  
The American University in the 21st Century: Social, Political and Economic Challenges Pages: 347-369 Published: 2010  
Publisher: The John Hopkins University Press, Baltimore, MD
26. **Challenges of financial austerity: Imperatives and limitations of revenue diversification in higher education** Times Cited: 7  
By: Johnstone, B.  
The Welsh Journal of Education Volume: 11 Issue: 1 Pages: 18-36 Published: 2002
27. Title: [not available] Times Cited: 5  
By: Johnstone, D.B.; Marcucci, P.  
UNESCOS HIGHER ED CO Published: 2007  
accessed 6 November 2016  
URL: [http://unesco.amu.edu.pl/pdf/Worldwide\\_Trends\\_in\\_Higher\\_Education\\_Finance\\_Cost-Sharing\\_%20Student%20Loans.pdf](http://unesco.amu.edu.pl/pdf/Worldwide_Trends_in_Higher_Education_Finance_Cost-Sharing_%20Student%20Loans.pdf)
28. **Higher education and its communities: interconnections, interdependencies and a research agenda** Times Cited: 1  
By: Jongbloed, B.; Enders, J.; Salerno, C.  
Higher Education Volume: 56 Issue: 3 Pages: 303-324 Published: 2013
29. **Waqf and its socio-political aspects** Times Cited: 1  
By: Kahf, M.  
WAQF ITS SOCIO UNPUB  
unpublished paper accessed 2 August 2018  
URL: [http://monzer.kahf.com/papers/english/WAQF\\_and\\_its\\_Sociopolitical\\_Aspects.pdf](http://monzer.kahf.com/papers/english/WAQF_and_its_Sociopolitical_Aspects.pdf)
30. Title: [not available] Times Cited: 5  
By: Keller, C.M.  
Coping Strategies of Public Universities During the Economic Recession of 2009 Published: 2009  
accessed 13 August 2015  
Publisher: Association of Public and Land-Grant Universities, Washington, DC  
URL: <http://www.ohio.edu/budget/09-10/upload/CopingStrategies.pdf>

Showing 30 of 51 [View All in Cited References page](#)